

Massachusetts- Juvenile Detention Alternatives Initiative: Strategic Plan: Goals and Activities for Years 2016 – 2018

Objectives	Proposed Activities	Stakeholders	Related Initiative
Goal #1: Reduce detention rates of low-risk youth Current Status: Based on the Detention Placement Instrument (DPI), low-risk youth continue to make up about a third of detention admissions.			
Reduce the rates of detention for low-risk youth.	<ul style="list-style-type: none"> -Conduct case-level analysis of low-DPI population within detention for trends; set measurable detention reduction goal by County; determine why low-risk youth are being detained by county -Develop monthly detention report to track reduction -Implement training for defense bar to address topics related to avoiding detention. -Complete bench cards on ATD for six JDAI counties; conduct stakeholder training on the use of the bench card -Assess use of alternatives, where there are gaps in services, encourage new ATDs as needed, and update annually with County Committees -Validate Detention Placement Instrument (DPI) as an objective screening tool 	DYS, Data Committee, YAD, Local Leadership and Participants at County Level	
Reduce use of overnight arrest system	<ul style="list-style-type: none"> -Develop an validated tool for use by PO's (consider response options for special cases of domestic assault) to facilitate youth release with summons -Collect (secure and non-secure) ALP data, share with Bail Administrator to increase Jenkins hearings and decrease the holding of youth without bail. -Assess options for youth who do have available family from unnecessarily entering the secure ALP system 	UMass Medical School, Juvenile Probation, DYS, Secure ALP programs Bail Administrator, Police	Ph.D. student working with probation department
Reduce use of detention for probation violations, and DYS revocations.	<ul style="list-style-type: none"> -Develop capacity to gather data on the use of detention during/due to a probation violation. -Develop sanction/incentives grid for use in Probation administrative hearings and with DYS Community Supervision guidelines 	Juvenile Probation, DYS	Second Chance Act
Reduce youth held on bail at arraignment due to anticipated failure to appear.	<ul style="list-style-type: none"> -Integrate J-PAST's accurate and consistent completion into periodic probation internal control audits -Collect and analyze J-PAST data, FTA data, and re-arrest data for all youth -Conduct ongoing training on the tool as needed. 	Juvenile Probation, Juvenile Court	

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Reduce rates at which school discipline matters enter the juvenile court.	<ul style="list-style-type: none"> -Develop policy and guidance with DESE for local education agencies (LEA) regarding discipline and police officers in schools. -Expand PBIS within MA public school setting. Increase opportunities to develop PYD culture in schools. 	DESE, Mass Chiefs, Local School Leadership	DESE & Local School Implementation of PBIS
Engage DCF to reduce the percentage of child welfare youth who penetrate the juvenile justice system.	<ul style="list-style-type: none"> -Educate high level local DCF management on the principles of JDAI, and the outcome of juvenile justice involvement -Explore use of new (or similar) screening tool developed in Los Angeles to predict which youth would likely get involved in the JJ system 	Governance, DYS, DCF Regional Management	Leadership Forum

Goal #2: Identify Opportunities to Reduce Lengths of Stay in Detention through Case Processing Reforms

Current status: Lengths of stay in detention have remained relatively static for the past several years and this is an issue that JDAI partners have not yet examined in-depth.

Reduce LOS through Case Processing Analysis	<ul style="list-style-type: none"> - Engage county leadership through a presentation of data and survey of local practices. Publish LOS on quarterly dashboard to share with all stakeholders. - Conduct analysis of LOS by DPI, GRID, age and DCF involvement to determine what is driving the LOS up. - Complete flow chart of the JJ system, incorporating how CRA/C&P matters intersect with the delinquency cases. - Conduct research regarding court administrative processes, and statutory structure, which could be modified to reduce lengths of stay. 	Data Committee, DYS, Case Processing Committee	
Increase case coordination and planning for court cases to avoid detention, or to expedite youth out of detention.	<ul style="list-style-type: none"> - Determine if local case coordination could be improved for youth held on bail. - Devise plan to increasing coordination to work best within existing court structure (e.g. daily/weekly paper review, weekly detention population meeting, formal/informal case conferences, etc.) 	Local Leadership and Participants at County Level,	

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Develop/Improve cross-agency case planning for DCF youth in the juvenile justice system	<ul style="list-style-type: none"> - Train DCF staff on MOU relative to detention - Develop interagency team for assessment and to resolve cross-system issues. - Implement training on Dangers of Detention and Trauma-Informed Care for Area Program Managers and Line Staff 	DYS, DCF, EOHHS	
Implement training for defense bar regarding expediting youth out of detention	<ul style="list-style-type: none"> - Training topics to including legal advocacy skills, Dangers of Detention, Adolescent Brain Development, and PYD. - Integrate aspects as appropriate into performance standards 	YAD	
Reduce intersection between child welfare involvement and juvenile justice involvement	<ul style="list-style-type: none"> - Diagram and map the intersection between the child welfare system and the delinquency system, from the point of view of families/youth who experience both systems - Explore the intersection between the overnight arrest system, the Runaway Assistance Program, and emergency child welfare intakes, particularly during times the court is closed. - Collaboratively develop interventions that support, where appropriate, alternatives to detention 	Police, DCF, Bail Administrator, DYS, ALP Programs, EOHHS, Case Processing Committee	

Goal #3: Reduce Racial and Ethnic Disparities

Current Status: The Commonwealth has been very successful in reducing detention populations overall. However, detention rates for Black and Latino youth have not decreased as much as the rate for White youth.

Improve data collection on race and ethnicity.	<ul style="list-style-type: none"> - Improve data system within probation to allow extraction of race/ethnicity data. - Train all juvenile probation staff on the collection of self-reported race and ethnicity data; align forms and policies to reflect best practices on self-reporting race and ethnicity. 	Probation DYS	JDAI/ Leadership Forum Training Committee
Provide training regarding counteracting implicit bias	<ul style="list-style-type: none"> - Implement training for defense bar on implicit bias. - Implement training for juvenile judiciary and clerk magistrates on implicit bias 	YAD Judiciary	Juvenile Court RED Committee

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Assess DYS detention placement decisions by race and ethnicity to determine if disparity exists.	<ul style="list-style-type: none"> - Analyze Placements decisions by race/ethnicity and DPI score to determine if disparity exists - Assess the DPI to assure validation across racial and ethnic groups. 	DYS, UMass SPARC program	
Assess cultural competence for our Alternatives to Detention.	<ul style="list-style-type: none"> - Develop a standard for assessing cultural competence of current ATDs. - Assess competence of current ATDs. - Incorporate cultural competence in development of new ATDs 	Local Leadership and Participants at County Level	

Goal #4: Replicate JDAI with Fidelity at the Local Level

Current status: JDAI has active committees in six of the eleven Massachusetts counties/judicial districts, with varying levels of fidelity to all eight JDAI core strategies.

Assess JDAI fidelity to Core Strategies in the six current JDAI counties	<ul style="list-style-type: none"> - Imbed Strategic Goals within the System Assessment framework provided by the Annie E. Casey Foundation. - Conduct a thorough system assessment for each county, through data review and leadership interviews, to assess status of JDAI in each county. Present System Assessments to Governance 	JDAI Staff, Local Leadership and Participants at County Level, Governance	
Develop County Level Work Plan	<ul style="list-style-type: none"> - Create annual and three-year county level work plans with benchmarks to achieve measurable progress on strategic goals and assure fidelity to JDAI model, tied to system assessment's recommendations 	Local Leadership and Participants at County Level, JDAI Staff	
Complete Detention Utilization Studies (DUS) on a 3- year rolling basis	<ul style="list-style-type: none"> - Conduct rigorous data-driven assessment on use of detention for each JDAI county on a rolling basis. 	JDAI Staff, Data Committee	
Complete of Facilities Self Assessments on a 3- year rolling basis.	<ul style="list-style-type: none"> - Conduct Facilities Self-Assessments, and present findings to each JDAI committee - Conditions of Confinement Committee to present Self-Assessment results annually to Governance. 	Conditions of Confinement Committee, County Leaders	
Develop Expansion plan for JDAI	<ul style="list-style-type: none"> - Conduct an assessment of current interest in expansion, create plan for education and buy-in, and assure capacity to support new counties. 	Governance JDAI staff	